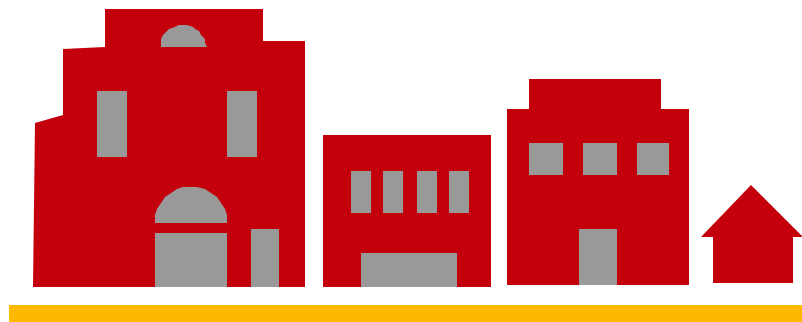




**STRATEGIC PLAN
OF
THE CITY OF ASHLAND
KENTUCKY
2002**





CITY OF ASHLAND STRATEGIC PLAN

Introduction: The Ashland Board of City Commissioners determined that the development of a strategic plan for the City of Ashland merited attention and adopted its development as a City goal. Concurrent with that goal and to provide leadership to the effort, the City commission adopted Vision, Mission, and Values Statements for the City.

The Plan: While the strategic planning process may follow several paths, the Ashland Board of City Commissioners decided that they wished each division of city government to adopt a mission statement and division goals.

The Process: The city manager and department directors met to determine procedures. Every individual division or section would hold employee meetings to garner ideas. City staff determined that the most effective process would require department head participation in each division's mission and goal setting meeting. While this took more department head time, it ensured maximum continuity and understanding of the process. Dozens of meetings took place with all employee groups. Eventually each department submitted a department plan.

Following receipt of department plans, the city manager reviewed, edited, and incorporated the individual department plans into a unified document. The city manager returned the edited plan to each department for review and comment by the individual divisions. After that comment period and additional revisions, the city manager presented the strategic plan to the Ashland Board of City Commissioners.

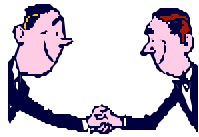
The strategic plan follows:



VISION AND MISSION STATEMENTS



VISION. The vision of the government of the City of Ashland is to make our community the city of choice as a place for all people to live, work, raise a family, and enjoy life by demonstrating excellent leadership; providing high quality services at the lowest practical cost; and working in partnership with all residents, businesses, and organizations.



MISSION. Now, as we enter the 21st Century, the City of Ashland's government is poised to make decisions and take steps that will have a positive impact on the community in the decades ahead. In making judgments and taking actions, government must be a partner with the people, businesses, and organizations that make up our community; with its employees, who provide quality, value-added services and implement decisions; and with neighboring communities that are important to the lives and livelihoods of the people of Ashland.



VALUES STATEMENT

The manner in which city government and its officials and employees deal with the individuals, businesses, and organizations they serve is important, as is the manner in which government officials and employees deal with each other. Those relationships grow and prosper when the following values are adhered to:

- a) Input and involvement in government by all individuals, businesses, and organizations is valued and welcomed.
- b) All residents will have equal access to government services and officials.
- c) Government officials and employees will deal with residents and each other in a manner that displays integrity, ethical behavior, courtesy, and dignity.
- d) Government officials and employees will provide prompt, efficient, courteous service of the highest quality at all times to all people.
- e) Government will be financed in a way that provides the resources the city needs to grow and prosper; that is evenhanded in its treatment of all taxpayers; and that is a model of accountability and stewardship.
- f) Government should be prepared to react to opportunities and problems with speed, knowledge, flexibility, and value-added, quality decision-making.
- g) The Kentucky Open Meetings Law and Kentucky Open Records Law are important to good government, and when questions arise they will be construed in favor of openness.
- h) The best government maintains and encourages an open, on-going dialogue among elected and appointed public servants and the people they serve.



City Manager Division

Mission Statement: The mission of the City Manager's Division of the City of Ashland is to provide the leadership, organizing, planning, supervision, management, and direction to the various City departments and divisions to assist their operations in achieving their goals consistent with the mission and values statement of the City of Ashland as established by the Ashland Board of City Commissioners.

Goals

City Manager:

1. Keep the City Commission, the public, and employees informed on City issues.



2. Lead and assist each department and division in the implementation of this Plan.
3. Have each division develop specific action plans to achieve goals.
4. Lead in the development of benchmarking to measure progress on goals.
5. Establish a customer service survey system to measure citizen satisfaction.
6. Make at least two personal outreach visits to business or other agencies each week.
7. Cooperate with other cities, counties, and agencies meeting mutual needs and benefits.
8. Make at least two personal outreach visits to City employee work units each week.
9. Develop the annual budget to assist in the implementation of this Plan.
10. Establish a public-relations plan that effectively tells the City story.
11. Develop a career-path training program for all City employees.
12. Continue to support and monitor existing long-term goals.
 - A. Renew the Enterprise Zone.
 - B. Establish a new hiring/ promotion procedure and personnel manual.
 - C. Establish a standard employee recognition program.
 - D. Send a monthly newsletter to employees.
 - E. Deliver a monthly newsletter to citizens.
 - F. Encourage the Urban Penetrator-US 60 Alternate.
 - G. Upgrade the water treatment plant.
 - H. Create a new police facility.
 - I. Improve the aesthetic appearance of the community.
 - a) Advance the riverfront project.
 - b) Improve the downtown streetscape.
 - c) Expand South Ashland business district improvements.
 - d) Firmly implant the city clean-up program.

- e) Proceed with the Library Plaza project.
- f) Enhance the appearance of Spring Park.
- g) Acquire land and develop pocket parks.
- h) Develop a citywide recreation plan.



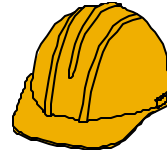
- i) Install fountains.
- j) Further improve entrances to the city.
- k) Create additional green spaces.
- l) Improve the appearance of city parking lots.
- m) Enforce buffer zone requirements.
- n) Maximize citywide code enforcement efforts.
- J. Establish curbside garbage collection.
- K. Regularly incorporate sensitivity training into employee schedules.
- L. Update the Comprehensive Plan.
- M. Improve the city web site.
- N. Upgrade city facilities.
- O. Develop a capital improvements plan.
- P. Revise the procurement code.
- Q. Create a citywide board of survey on accidents.
- R. Update the inquiry/complaint procedures.
- S. Review all departmental procedures for organizational consistency.
- T. Establish a storm water management plan.
- U. Train for high-risk situations through the TAP committee.
- V. Establish a cash flow management analysis system.
- W. Upgrade citywide computer and electronic mail systems.



Safety:

1. Develop and manage a city safety program designed to establish and maintain safe work environment for all city employees.
2. Conduct and review department /division hazard assessments. Use the safety program to eliminate hazards.
3. Present safety policies and procedures to the city manager and the Ashland Board of City Commissioners.
4. Identify and enforce local, state and federal compliance guidelines for safety and the environment.
5. Pinpoint department/division safety training priorities.
6. Coordinate monthly department/division safety training meetings.

7. Analyze injury statistics to obtain trends for future safety training meetings.
8. Supervise the production of the City's first safety manual.



Risk:

1. Conduct safety and risk audits of departments and divisions.
2. Ensures all training programs are up to date and in compliance with all state and federal regulations.
3. Conduct accident evaluations to include root cause analysis if the incident.
4. Coordinates with TAP committee members as directed.



Insurance:

1. Manage all of the City's insurance programs to include the following:
 - A. Employee Life Insurance
 - B. Employee Health Insurance
 - C. City General Liability, Automobile and Property and Casualty Coverage
 - D. Workers Compensation Insurance
2. Serves as management and employee insurance counselor.
3. Acts as the City's liaison with insurance companies, agents, adjusters and attorneys.
4. Prepare renewal requests for items 5A to 5D above.
5. Coordinates and facilitates insurance audits.

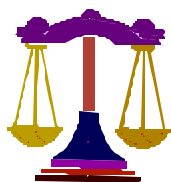


Legal Department

Mission Statement: The mission of the Legal Department of the City of Ashland is to provide legal service, advice and representation to the City, its elected officials, departments, agencies and employees in all matters relating to City operations.

Goals

1. Provide advice & opinions to elected officials, city manager, and staff.
2. Draft & prepare legislation: ordinances and resolutions.
3. Attend Board of Commissioners meetings and other public meetings involving city committees and/or public issues.
4. Attend Board of Zoning Adjustment and Planning Commission meetings.



5. Represent the City in litigation, including working with counsel hired by the City's insurance carriers.
6. Aid residents in legal questions regarding City matters.
7. Assist in the collection of property taxes, occupational taxes and other City charges and fees through staff and outside contract attorneys.
8. Coordinate with the Planning and Community Development Department on implementation of a new comprehensive plan, building code, and zoning and planning matters.
9. Act with City Clerk to maintain City Code.
10. Work with Finance Department to review and update the Procurement Code.
11. Achieve with the Alcoholic Beverage Control Administrator maintenance and update of the alcohol control ordinance.





Economic Development Department

Mission Statement: The Economic Development Department recognizes that an essential concern is to reinforce a sense of community pride and foster a spirit of City ownership among the City residents and businesses that are customers of city government. The Department strives to serve as the liaison between the business community and city government; establish an effective economic development plan that focuses on business retention and expansion; that targets businesses for recruitment that provide jobs suited for long term growth; and supports housing at all income levels. The Department concentrates on enhanced quality of life issues that reinforce Ashland as the city of choice for home, work and play.

Goals



1. Expand the City of Ashland economic base and create jobs.
 - a. Enhance the City's financial condition in order to develop the financial resources necessary to create conditions that promote and encourage development activity.
 - b. Develop and implement an aggressive marketing program.
 - c. Develop plan for future business recruitment efforts targeting businesses that provide well paying jobs suited for long-term growth.
 - d. Provide quality service to existing and prospective businesses and their employees.
 - e. Retain and expand existing businesses.
 - f. Recruit new businesses that complement existing business
 - g. Integrate business recruitment and retention efforts with other economic development entities in metropolitan statistical area.
 - h. Identify and market suitable vacant commercial sites and space to business prospects.
 - i. Conduct strengths, weaknesses, opportunities and threats (SWOT) analysis of community economic conditions.
 - j. Anticipate the impacts of growth and develop plans to contend with positive and negative impacts of increased solid waste, maintaining aesthetics, and traffic patterns.
 - k. Pending City Commission endorsement, consider plan for the riverfront that incorporates welcome center, park elements, and commercial restaurant development.
 - l. Develop incentives to encourage business development, expansion and recruitment.
 - m. Improve city image and sense of community by enhancing street appearance and strengthening City beautification efforts.
 - n. Improve the Revolving Fund loan program.
 - o. Develop plan to maintain architecture in downtown to prevent loss of revenue base.
 - p. Encourage upper floor rehabilitation and adaptive re-use for housing and business.
 - q. Conduct comprehensive market analysis specific to downtown and housing needs.
 - r. Identify missing retail, residential and commercial opportunities.
 - s. Provide affordable housing for residents of all income levels.
 - t. Enhance relations with existing business and industry.
 - u. Work to ensure continuation of Ashland Enterprise Zone.

- v. Continue to serve as a liaison between business community and city government.
 - w. Foster and support a spirit of cooperation with area economic development entities.
 - x. Continue recruiting restaurants to locate within the city.
 - y. Continue ongoing relationship with Ashland Main Street and Ashland Area Convention and Visitors Bureau.
 - z. Facilitate Quiet Zone designation for East Ashland to promote current and future business development as well as improve resident access and safety.
2. Provide opportunities for economic diversification.
 - a. Target specific and diverse business categories for recruitment.
 - b. Identify and recruit businesses that are generally recession-proof.
 - c. Join with Ashland Community College and Ashland Technical College to customize education and training programs if needed.
 - d. Identify horizontal and vertical business integration recruitment opportunities from the arts & entertainment venues.
 3. Pursue annexation opportunities for residential and commercial development.
 - a. Develop long-range annexation plan.
 - b. Publicize benefits of annexation.
 - c. Pursue annexation to the west of current city limits.
 4. Identify and develop a parking and transportation plan to enhance economic growth stability.
 - a. Identify areas with inadequate parking to support existing business.
 - 


 - b. Identify and develop parking opportunities.
 - c. Create map and street directional signage for existing parking lot locations.
 - d. Address issue of incorporating angle parking on Winchester Avenue.
 - e. Review traffic flow to maximize efficiency and ensure pedestrian safety.
 - f. Work with mass transit to better utilize bus system.
 - g. Work with FIVCO Metropolitan Planning Organization to identify and integrate city traffic needs into the six-year transportation plan.
 - h. Support development of a regional airport.
 5. Maintain and enhance quality of life.
 - a. Work cooperatively with local education entities.
 - b. Support downtown streetscape development efforts.
 - c. Support South Ashland façade and streetscape efforts.
 - d. Focus on preservation of historic elements that contributed to “Proud Past”.
 - e. Indulge those who show interest in growing the community.
 - f. Identify and improve recreational and leisure land use opportunities for the public.
 - g. Increase citizen participation by offering public education meetings.
 - h. Develop strategy to support high tech employee leisure and recreation demands.
 6. Additional activities to enhance economic development efforts.
 - a. Develop an effective communication plan for the community on economic development efforts.
 - b. Request input from citizens on community growth issues and decisions.
 - c. Promote an environment in which area citizens recognize importance of a vital downtown, strong city neighborhoods and healthy suburban areas.
 - d. Promote downtown as a vital center of commerce and culture.
 - e. Encourage renovation of existing housing and construction of new housing units.

City Clerk/Human Resources Department

Mission statement: Maintain official city records and information and provide access to all citizens. Provide effective human resource services by maintaining and educating current employees about their benefits and related personnel information; provide effective communication, interpretation, and enforcement of ordinances relating to operation of the department; provide a service to the city and community by keeping record of its activities, recruiting and hiring the best qualified applicants; give continued service in monitoring the sales of alcoholic beverages and assist business owners.

Goals



City Clerk:

1. Ensure that official records and related documents are filed and updated as necessary and maintained in a secure atmosphere.
2. Provide access to information upon request in an efficient and prompt manner

Human Resources:

1. Administer and effectively communicate sound policies, rules and practices that treat employees with dignity and equality.
2. Maintain compliance with employment and labor laws, city directives and ordinances and labor agreements.
3. Recruit and retain the best-qualified personnel recognizing and encouraging the value of diversity in the work place.
4. Increase the city's visibility in the employment market place and enhance recruitment activities.
5. Provide human resource services via a teamwork philosophy that is inspired through effective organizational skills, proactive efforts and maintenance of a balance between professionalism, humanism, self-confidence and commitment.
6. Present and promote a safe, stable, discrimination and harassment free and healthful working environment conscious of long-term city government and community goals.
7. Inspire and encourage a high level of employee morale through recognition, effective communication and deliverance of constant feedback.

License Fee/Alcoholic Beverage Control/CATV

1. Effectively inform citizens and business owners of the services concerning business license and net profits requirements.
2. Administer alcoholic beverage licenses and regulations.
3. Collect insurance premium taxes.
4. Provide information and serve as the contact point for local Cable Television regulations.

Finance Department

Mission Statement: The mission of the department is to provide professional accounting and financial services to the citizens, elected officials, departmental employees and agencies; thus assisting in the implementation of effective management and policy decisions.

Goals



Administration:

1. Provide professional and courteous service to all citizens and city employees.
2. Create an annual financial trends and ratio book.
3. Develop an updated procurement manual.
4. Incorporate strategic planning goals in the fiscal budgeting process.
5. Seek alternate means to utilize staff in more effective, non-traditional ways.
6. Bar code tax bills.
7. Post the city's annual general-purpose financial statements on the cities web site.

Payroll:

1. Provide professional and courteous service to all citizens, employees and payroll vendors.
2. Initiate direct paycheck deposit for retirees and city employees.
3. Allow Internet access for Federal and State reporting and deposits, and the Kentucky Retirement System.
4. Distribute payroll checks in envelopes using the city's documatch system.
5. Provide updated W-4s on file for each employee.
6. Formulate a schedule for distributing informational brochures with payroll checks.
7. Cross-train employees in accounts-payable section activities.

Accounts-Payable:

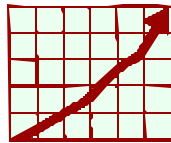
1. Provide professional and courteous service to all citizens, city employees and vendors.
2. Improve communication between this department and all internal and external contacts.
3. Pay each vendor within 30 days from receipt of procurement paperwork.
4. Create points of contact in city divisions to resolve procurements questions.
5. Distribute accounts-payable checks in envelopes using the city's documatch system.
6. Cross-train employees in payroll section activities.
7. Develop accounts-payable operations manual.
8. Update W-9 forms on file for each vendor.
9. Modernize procurement forms.

Delinquent Accounts:

1. Provide professional and courteous service to citizens.
2. List delinquent tax amounts on customer's current tax bill.
3. Create a file structure so the account number stays with the property.
4. Collect other city delinquent accounts.
5. Cross-train on data processing functions.

Occupational License

1. Provide professional and courteous service to all citizens and businesses.
2. Perform external audits on selected accounts for compliance.
3. Develop and formulate an occupational license fee manual.
4. Hold additional training in Internal Revenue Service tax law.
5. Enable customers to file returns electronically.
6. Develop a schedule for general correspondence.



Data Processing:

1. Provide professional and courteous service to citizens and city employees.
2. Establish a computer software reference library.
3. Increase AS400 and OS400 training.
4. Develop a disaster recovery manual and operating protocol manual.
5. Create a magnetic media-reporting manual: IRS, Social Security Administration, etc.



City / Utility cashier:

1. Provide professional and courteous service to all citizens and city employees.
2. Take Visa and MasterCard payments over the phone.
3. Add space on utility bills to make payment by credit card.
4. Print utility work orders for customer service rather than provide written orders.
5. Remodel the cashiers' office to provide a professional appearance, additional storage, and make more efficient use of space.
6. Refine the electronic bank debit system to deduct utility bills from checking accounts.
7. Increase the number of personal computers to allow staff to use form letters, spreadsheets, etc.
8. Improve security by limiting the use of the back door.
9. Continue to cross-train employees.

Planning and Community Development Department

Mission Statement: The mission of the Planning and Community Development Department is to plan for quality, orderly, and responsible physical development and redevelopment of the community; to make Ashland a safe, healthy, attractive, and desirable place in which to live; to provide decent housing, a suitable living environment, and expanded economic opportunities for all persons; to act through professional enforcement of building and property maintenance codes to provide decent, safe, and sanitary housing for all families; and to promote self-sufficiency and economic independence for assistance program participants.

Goals



Code Enforcement:

1. Improve efficiency and service to the public.
2. Review internal procedures and revise as necessary.
3. Obtain and use a computer database for tracking permits and code violations that will coordinate with planning commission and board of zoning adjustment cases.
4. Implement a sector plan to ensure regular inspection of the entire city for property maintenance code violations.
5. Obtain additional office space.
6. Ensure that all procedures are written.
7. Attend professional training sessions.
8. Hire an additional code officer/building inspector.
9. Standardize schedules so someone is always in the office.
10. Educate public about the division's role.
11. Post further information on the web site.
12. Put information in utility bills and city newsletters.
13. Develop brochures for distribution at public places.
14. Seek opportunities for oral presentations to service organizations and school groups.
15. Decrease financial burden on the general fund by review of fees.
16. Charge fees for multiple re-inspections and plan changes requiring additional review.
17. Create a code enforcement board to hear appeals of violations, and assess and receive fines for violations.

Planning:

1. Update comprehensive plan and zoning and subdivision ordinances.
2. Work with planning consultant in development and approval of the plan.
3. Selectively amend zoning and subdivision ordinances prior to overall review.
4. Increase efficiency of the division.
5. Review and modify internal procedures and application forms.
6. Ensure that all procedures are written.
7. Upgrade software, computers, and other equipment as needed.

8. Increase public's knowledge of planning and zoning.
9. Post further information on the web site.
10. Place information in the water bills and city newsletter.
11. Develop brochures for distribution at public places.
12. Seek opportunities for oral presentations to service organizations and school groups.
13. Attend professional training sessions.
14. Provide basic planning and zoning training to code enforcement staff.

Community Development:

1. Prepare and implement new consolidated plan.
2. Assist consultant with development and approval of the plan.
3. Seek new methods of accomplishing our mission.
4. Implement new projects quickly.
5. Complete projects in a timely manner.
6. Improve use of housing rehabilitation program.
7. Review procedures of the program and identify problems.
8. Examine other rehabilitation programs for possible improvements.
9. Attend professional training sessions when beneficial.
10. Post further information on the web site.
11. Upgrade software, computers, and other equipment as needed.

Section 8 - Housing Choice Voucher Program:

1. Increase the availability of decent, safe, and affordable housing.
2. Apply for additional housing vouchers as they become available.
3. Seek additional housing units by advertising in the newspaper, water bill inserts, cable television, the City's web site, and other media.
4. Promote self-sufficiency and asset development of families and individuals.
5. Forego processing rent increases due to increased earned income until next regularly scheduled annual re-certification.



6. Ensure equal opportunity in housing.
7. Apply for special-purpose vouchers targeted to the elderly and families with disabilities.
8. Seek information on additional resources available and provide to the elderly and families with disabilities.
9. Improve management and service delivery through training.
10. Improve customer service by training applications clerk to handle some of the duties of the housing specialists.
11. Obtain professional training to improve and upgrade staff skills.
12. Review and improve internal procedures.
13. Upgrade software, computers, and other equipment as needed.

Police Department

Mission statement: It is the mission of the Ashland Police Department to identify and respond to the needs of the community; take the lead in solving community problems; instill a professional attitude and enhance the overall quality of life through mutual trust, respect, and the fair enforcement of the laws while carefully safeguarding the self-respect of all. The Police Department strives to promote community partnerships to improve the quality of life. It is our commitment to enforce laws firmly yet with compassion while affording dignity and respect to every individual.

Goals



Administration Division:

1. Protect the constitutional rights of all individuals.
2. Subscribe to the Law Enforcement Code of Ethics.
3. Pledge to follow the Police Code of Conduct.
4. Commit to the concepts of Community Oriented Policing.
5. Provide open communications and partnerships with our citizens.
6. Offer education and guidance to the school children to reduce drug use and violence.
7. Present detailed data and crime prevention methods to reduce crimes and traffic crashes.
8. Provide information and training to citizens to protect their property.
9. Screen applicants to hire the most qualified persons.
10. Outfit officers with proper tools to deliver the best possible police service

Patrol Division:

1. Provide general police services, in a professional manner.
2. Preventing crime.
3. Maintain public order.
4. Protect the rights and property of all people.
5. Conduct criminal investigations to a successful conclusion.
6. Work in partnership with the community to identify and effectively respond to the diverse, ever-changing social and neighborhood problems and needs.
7. Maintain safe and orderly transportation through education, traffic direction, law enforcement, and accident investigation.
8. Serve our citizens with the utmost courtesy and concern for their needs with an emphasis on respect, integrity, and fairness.
9. Display professionalism that instills confidence and pride in the Department.
10. Commit to the highest performance standards, ethical conduct, honesty and truthfulness in all relationships.
11. Treat all people in a dignified and courteous manner.
12. Exhibit an understanding of ethnic and cultural diversity.
13. Provide quality service in a courteous, efficient and accessible manner.

14. Focus on citizen needs and foster community oriented policing through problem solving partnerships with citizens.
15. Foster collaboration among our employees.
16. Work in partnership with the community and other agencies to ensure focus and commitment to achieving goals.
17. Appreciate the value of human life and always strive to protect it.
18. Use only such force as is reasonable to effect a lawful arrest and maintenance of custody.
19. Be truthful and honest.
20. Make decisions based on law, and current legal standards and decisions.
21. Remember that each individual is a person, not just a victim, a suspect, or a witness.
22. Think before speaking; realizing that comments could be damaging to an individual.



Criminal Investigations Section:

1. Conduct professional investigations concerning cases that are of a serious, complicated, or sensitive nature.
2. Support the patrol division with highly trained investigators and specialized equipment.
3. Work with area residents and businesses to reduce crime and improve the quality of life.
4. Form partnerships with other law enforcement agencies on the local, state, and federal level, to enhance joint and concurrent investigations, with the goal of combating crime on a regional basis.

Staff Services Section

1. Provide support to other sections and divisions of the Department.
2. Supply direct services to other agencies of the City government.
3. Deliver services to other local, state, and law enforcement agencies.
4. Provide the public with records in an efficient and timely manner.
5. Assist the public on requests for police services.
6. Aid Department members with complete processing of reports, traffic accidents, property and evidence, citations, and other documents.
7. Enforce parking regulations in the downtown and other assigned areas.
8. Provide data continuously via computers from the records management system.
9. Train all members of the Department on the use of the records management system.
10. Modernize the property/evidence unit with the purchase of a bar coding system.



Fire Department

Mission Statement: The mission of the Ashland Fire Department is to save lives and property; and to be the best trained and maintained department in the area and state.



Goals

1. Establish and train a dive-search-rescue team.
2. Consider a four-person engine company.
3. Proceed to establishing a full paramedic program.
4. Hire a training officer.
5. Review the need for a third inspector.
6. Institute computer notebooks on trucks.
7. Review promotional system.
8. Place automatic external defibrillators on all trucks.
9. Evaluate a cafeteria plan including eye/ dental coverage.
10. Upgrade exercise equipment.
11. Improve the fitness/ wellness program.
12. Create a small tool replacement plan.



13. Update the hydrant map.
14. Improve arson investigation through training.
15. Schedule regular officer-firefighter meetings.



Public Services Department

Mission Statement: The mission of the Department of Public Services is to manage and provide high quality services at the lowest practical cost by utilizing the latest technology while protecting City resources. The Department of Public Services shall provide these services while working exercising integrity, ethical behavior, courtesy, and respect.

Goals

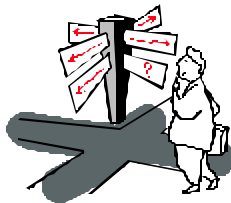
Administration:

1. Establish a departmental computerized management system.
2. Create a Labor/Management committee.
3. Provide direction, resources, material, equipment and manpower to Divisions.
4. Support Divisions' goals.



Engineering:

1. Become more computerized with electronic data for the locations of various utilities, easements, and construction work, planning.
2. Establish a Global Information System and Global Positioning.
3. Add employees to operate systems, support divisions, and coordinate construction projects.
4. Locate over a three-year period all city-owned utilities.
5. Establish a two-year program mapping other utilities inside city.
6. Describe the exact city limits boundary line in correlation with property surveys.
7. Share information with county officials.
8. Work with County officials to obtain aerial photos of the city.



Streets:

1. Provide recognition for a job well done to individuals, groups, or teams.
2. Develop a capital expenditures plan to purchase a new sweeper, two-ton trucks, and a backhoe.
3. Keep the streets cleaner.
4. Comply with the Storm/Clean Water Act.
5. Maintain and upgrade storm lines, street paving, patching, and street cleaning.
6. Provide a building for seasonal equipment.
7. Add a sewer-inlet maintenance crew.



Traffic:

1. Replace all parking meters with electronic meters on a five-year plan.
2. Continue review of conversion from oil based traffic paint to a water based paint.
3. Replace all the school signals.
4. Convert all flasher controllers to have backup power.
5. Replace the plastic lenses in the traffic signal heads with glass lenses.
6. Replace the current traffic sign-making system with a computerized traffic sign-making system.
7. Attend classes in traffic signal and parking meter maintenance, computer programming, safety awareness, etc.



Sanitation:

1. Change to curbside service.
2. Establish a capital improvement plan to replace equipment.
3. Review and consider take-over of commercial garbage in the city.
4. Train on proper care of equipment.
5. Create a program to protect employees from medical waste.
6. Replace the pole barn or enclose it.
7. Equip all trucks with rear camera.



Central Garage:

1. Create a video training class program for mechanics.
2. Establish a mechanic ranking and testing program to allow increased recognition.
3. Update the vehicle test equipment.
4. Eliminate written work orders by use of a suitable into the computer system.
5. Support the preventative maintenance service program.
6. Secure the entire property.
7. Build a car wash.
8. Acquire ABS shop for maintenance work.
9. Consider additional mechanics.
10. Review need for additional parts clerk.
11. Properly drain and pave the parking lot.



Animal Control:

1. Ridding the city of nuisance animals.
2. Provide professional and caring service.
3. Support activities to encourage responsible pet ownership.
4. Increase training in animal control.
5. Research new equipment and capturing techniques.
6. Add an additional animal control vehicle.
7. Equip offices with pistol dart guns.
8. Install video cameras in animal control vehicles.

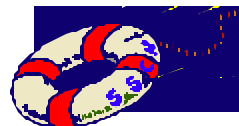
Body Shop:

1. Updated the body shop facility.
2. Increase staff to provide more effective service.
3. Relocate body shop to 41st Street.
4. Enhance training.



Parks:

1. Create a dog run at an appropriate location.
2. Build a skate board facility.
3. Purchase more property for practice field.
4. Install a putt-putt golf course.
5. Establish a rose garden in Central Park.
6. Develop bicycle trails.
7. Build basketball courts at new parks and at Southside Park.
8. Improve the existing facility to a multi-purpose ice rink.
9. Deputize park employees as Animal Control Officers.



Floodwall:

1. Comply with the Corps of Engineers practices.
2. Follow the standard operation manual.
3. Create confidence among city residents in floodwall operations.
4. Explain the division's responsibilities to citizens, businesses, and organizations.



Customer Service:

1. Read all water meters each month.
2. Replace all hand held computers and install new software.
3. Expand the water system.
4. Establish a program to require location address numbers on all structures within the system.
5. Review the need for the on-call employee to have a take-home city vehicle.
6. Consider walking shorts for summer time uniforms.

Water Treatment Plant:

1. Expand from 12 million gallons per day to 20 million gallons per day.
2. Provide water to surrounding areas.
3. Attend professional training sessions.



Water Distribution:

1. Become a regional water supplier.
2. Provide enough personnel to allow specific crews to better maintain the system.
 - A. A fire hydrant crew to maintain all fire hydrants.
 - B. Main line construction crews to lay and upgrade all new mains.
 - C. A valve crew to locate valves covered over and maintain valves, etc.
 - D. A pump station crew to maintain all pump stations, tanks, and sites.
 - E. New-taps and service renewals crews to maintain/ renew all taps and outdated services.
3. Have a division representative to sit in on all grievance procedures
4. Adopt a capital improvements plan to upgrade all equipment.
5. Create a computer file with all main lines and valves shown.



Wastewater Collection:

1. Upgrade existing lift-stations and provide sewer system improvements on mainlines.
2. Install a compute management system.
3. Adopt a capital improvements plan to upgrade all equipment.
4. Provide enough personnel to allow specific crews to better maintain the system
 - A. Consider a separate pump station crew.
 - B. Review need for an additional crew leader, small backhoe operator, and laborer positions.
5. Review the need for the on-call crew leader to have a take-home city vehicle.
4. Attend professional training sessions.

6. Create a door hanger to inform customers of work to be done in yard.
7. Have a division representative to sit in on all grievance procedures.



Wastewater Treatment Plant:

1. Protect the environment.
2. Provide the cost effective sewage treatment.
3. Maintain and upgrade the wastewater treatment plant.



Industrial Pretreatment:

1. Assure compliance with Pre-Treatment regulations.
2. Monitor and inspect industrial users and taking appropriate enforcement actions.
3. Recover treatment costs based on sewage strength, etc.
4. Provide technical assistance on leak identification and odor complaints.
5. Simplify the flow monitoring and billing for the County Sewer Districts.
6. Bring the County sewer districts into compliance with the hydrogen sulfide limits.
7. Update the sewer use ordinance.
8. Update the enforcement response plan to give more guidance and flexibility.



Recreation:

1. Develop new sports complexes outside current parks for multiple uses.
 - A. Acquire property in 48th Street to 50th Street for park system.
 - B. Acquire property on the river between the treatment plant and 34th Street.
2. Create a covered ice rink with a multi-purpose floor.
3. Upgrade the tennis courts and develop two new courts with locker facilities.
4. Build a fountain/picnic complex in the center of Central Park.
5. Improve activity scheduling.
6. Hold more activities: bike tour, kids day, music, movies, etc.
7. Establish/revise regulations for use of facilities.
8. Improve or remove small ball field near 17th Street.
9. Improve communications with users of the park facilities.
10. Clearly define city employee reasons and authority to close parks, fields, etc.



Mass Transit

Mission: The mission of the Ashland Bus System is to provide safe, dependable, efficient and environmentally sound fixed route and paratransit bus service that promotes economic growth and enhances the quality of life for our citizens.

Goals

1. Provide professional and courteous service to our passengers and area citizens.
2. Use the web site to inform the public current information on fixed routes and paratransit service.
3. Prepare a schedule for distributing informational brochures.
4. Distribute information in utilities bills.
5. Increase advertisement of fixed route and paratransit bus service.
6. Develop a bus driver operations manual.
7. Update current computer hardware and software.
8. Increase staff computer software training.
9. Carry out increased monitoring of bus routes and drivers to insure compliance.
10. Review routes to determine if expansion or route changes are needed.
11. Evaluate the feasibility of adding a bus loop in the downtown business district and mall.
12. Exam the capability for holiday parking at transportation center parking lot.
13. Reassess current bus fares to determine needed changes.
14. Complete multi-year capital budgeting and long range planning.
15. Increase bus driver training.
16. Remodel bus storage facility for additional storage and more efficient use.
17. Increase transit center security with monitoring equipment and limiting the rear door use.
18. Establish a bus committee comprised of elected officials, employees, and bus passengers.
19. Lower emissions by utilizing the latest in transit technology.
20. Enhance passenger safety by completing daily checks of transit bus before starting routes.
21. Complete periodic passenger surveys.



TEMPORARY END OF THE CITY OF ASHLAND STRATEGIC PLAN

